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Clubhouses and Housing: A Partnership that Works



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Massachusetts Department of Mental Health
Massachusetts Association for Mental Health
Massachusetts Clubhouse Coalition

Summary of Conference Proceedings
June 13, 1996



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January 29, 1997

Dear Friend:

On June 13, 1996, DMH convened a conference entitled, "Clubhouses and Housing: A Partnership That Works". Co-sponsors included the Massachusetts Association for Mental Health and the Massachusetts Clubhouse Coalition. At the conference, participants from the DMH and housing communities explored the role Clubhouses can play in addressing consumer housing needs, including the creation of collaborative projects with local housing and community development agencies.

I am pleased to be sending you the attached Clubhouse Housing Conference Report which essentially summarizes the day's proceedings.

As you will see, Massachusetts clubhouses are already involved in some exciting efforts. Linkages are being made with housing authorities, planning commissions, community development departments and other important agencies. This report highlights conference workshops which covered: accessing housing funds; promoting housing search services for members; providing housing supports for members with children; and delivering housing services on a tight budget.

I am hopeful that the report will stimulate even more local activity through the kinds of partnerships explored at the conference. If you would like additional copies, please call Deveane Atkinson, DMH Central Office, (617) 727-5500, extension 412.

Thank you for your interest in DMH's community-based, mental health system.

Sincerely,

Marylou Sudders
Marylou Sudders

CLUBHOUSE HOUSING: A PARTNERSHIP THAT WORKS
PLANNING COMMITTEE MEMBERS

Diane Anastasia, Genesis Club

Cheryl Bennett, Elliot House

Kevin Bradley, Genesis Club

John Cain, Potter Place

Bernard Carey, Jr., Massachusetts Association for Mental Health

Scott DeAngelis, Renaissance Club

Chris Doyle, Potter Place

Joseph Finnegan, Massachusetts Association for Mental Health

Don Hughes, Elliot House

Walter Jabzanka, Department of Mental Health

Melissa McDonald, Potter Place

Jim McDonald, Statewide Advisory Board

Kathryn McHugh, Department of Mental Health

Joanne McKenna, Department of Mental Health

Jean Marie Merritt, Genesis Club

Jennifer Nolan, Potter Place

Donna Perry, Potter Place

Anthony Pizzuti, Department of Mental Health

Gail Romano, Renaissance House

Chris Smith, Genesis Club

Reva Stein, Massachusetts Clubhouse Coalition

Susan Taylor, Renaissance House

Robert Thiel, Genesis Club

Conference Agenda

Welcome and Opening Remarks 9:00 - 9:15

Carolyn Schlaepfer, Deputy Commissioner, DMH
Bernard Carey, Jr., Executive Director, MAMH
Mike McAuliffe, President, Clubhouse Coalition

Keynote Address 9:15 - 9:45

Eleanor White, President and CEO, Housing Partners

Clubhouse Perspective 9:45 - 10:45

Robby Vorspan, International Center for Clubhouse Development
Christopher Smith, Member, Genesis Club *Worcester*
Kenneth Dudek, Executive Director, Fountain House *NYC*

Coffee Break 10:45 - 11:00

Morning Workshops 11:00 - 12:00

Making It Work: Finding Federal Funding
Making It Work: Finding State and Local Funding
Building Relationships
Tenant Rights and Responsibilities

Lunch 12:00 - 1:00

Guest Speaker: Marylou Sudders, Commissioner, Department of Mental Health

First Session of Afternoon Workshops 1:00 - 2:00

How to Start the Housing Search
Making It Work: Finding Federal Funding (repeat of a.m. workshop)
Housing Supports on a Shoestring
Innovative Clubhouse Housing Programs and a Vision of the Future

Break 2:00 - 2:15

Second Session of Afternoon Workshops 2:15 - 3:15

Making It Work: Finding State and Local Funding (repeat of a.m. workshop)
Building Relationships (repeat of a.m. workshop)
Meeting the Needs of Members with Children
Advocacy: If You Don't Say it, Who Will?

Wrap-Up Session: Next Steps 3:15 - 3:45

CONFERENCE OVERVIEW

The Clubhouse conference included clubhouse members, local housing authority staff, community development officials, and DMH housing and service providers. The conference was an opportunity to highlight the success throughout the state that clubhouses have had in owning, developing, and supporting consumers in, affordable housing. It was also an opportunity for housing officials and providers to learn more about the clubhouse model and movement, and for clubhouse members to learn more about affordable housing programs and strategies to get more involved in affordable housing decisions in their communities.

Several important themes surfaced throughout the day:

- ☐ Clubhouses are a vital element of community support for consumers - cost effective, consumer-centered, and community oriented.
- ☐ Clubhouses are playing a valuable role in housing, either as partners with affordable housing providers or as owners of housing themselves. This role needs to be recognized, expanded, and built upon.
- ☐ Clubhouse members need to get involved in housing decisions in their community - getting to know housing providers and officials in their cities or towns, educating them on the housing needs of consumers, and identifying ways to work together.
- ☐ Involvement in local housing planning and decision-making, and partnerships with local housing authorities and local housing officials, is especially important in these times of diminishing service and housing resources and increased local control over the use of federal housing funding.

SUMMARY OF PROCEEDINGS

Welcoming Remarks

Bernie Carey welcomed the attendees and hoped the conference would create an opportunity for housing providers and clubhouse members to learn from one another, identify common ground, and together learn about the successful partnerships occurring throughout the state. His hope is that this conference would be the first of many and would translate into legislation for additional resources for clubhouses.

Mike McAuliffe told his own story about the profound impact that Genesis Clubhouse made in his life: a transition from being homeless to now living in an apartment where he is paying his own rent. He hoped the conference would convince all the attendees of the importance of fighting for more and better housing for consumers.

Carolyn Schlaepfer underscored the importance of building coalitions, partnerships, and relationships in these times of diminishing service and housing funding. She believes we all need to work smarter - know who to talk to and what to say in order to get the housing programs and funding we will need.

Keynote Address

Eleanor White hoped her remarks would lay the groundwork for the rest of conference. She comes to the conference with 30 years experience in affordable housing and with a deep personal interest in meeting the housing needs of people with disabilities.

The Opportunity and Importance of the Clubhouse Movement

She began by stating that the clubhouse movement is an untapped resource and has the opportunity to move the housing agenda for people with mental illness forward, bringing new energy and innovation to the dialogue.

Clubhouses are a resource to the housing community - providing needed support to people with mental illness in housing and educating the housing community on the housing needs of people with mental illness. Housing providers do not understand the needs or capacities of people with mental illness - this is why it is so important that clubhouses build relationships and forge ties with housing providers (especially public housing agencies) and officials.

She emphasized that relationships with housing providers and officials are more important than ever because more and more decisions regarding how affordable housing funding gets used, and who benefits, are going to be made at the local level.

She pointed out that the affordable housing system is under extreme stress because of budget cuts and program changes. Many public housing providers and officials feel under attack. For this reason, clubhouses should not approach housing providers and officials in an adversarial way and should not take initial negative reactions personally. She went on to describe the changes occurring at the federal and state level regarding affordable housing programs.

The Federal Housing Context: Extreme Stress

The Department of Housing and Urban Development (HUD), the federal department responsible for affordable housing programs, is experiencing dramatic cuts - an almost 25% budget cut just this past year. This cut comes on top of a slow whittling away in housing funding from a high of \$33.8 billion in 1976 to only \$20 billion in 1995, and a possible low of \$16 billion in 1996.

In addition to severe budget constraints, there are dramatic changes affecting many federal housing programs. These include:

- ❑ **Portfolio Reengineering and Expiring Use:** Most of the privately-owned and federally subsidized affordable housing developments throughout Massachusetts will be at risk over the next few years. The Section 8 project-based assistance contracts (and other forms of federal subsidy) which make these housing units affordable may be eliminated by HUD or by owners who want to sell their buildings. These are affordable housing units upon which consumers rely.
- ❑ **Public Housing Reform:** Public housing authorities will be given much greater flexibility over managing their inventory of public housing developments - possible changes include:
 - ◆ “vouchering out” some public housing buildings providing current residents with a tenant-based voucher with which to relocate to other housing;
 - ◆ privatizing public housing which may put some public housing at risk by making it less affordable to very low income people;
 - ◆ Allocation Plans which allow PHAs to designate elderly/disabled public housing as “elderly only” if they identify new housing resources to offset the loss of housing to people with disabilities; and
 - ◆ finally, Congress enacted a “one strike and your out” rule which allows PHAs to evict people, with no opportunities to return, if they are caught selling or using drugs - unfortunately because of stigma and stereotypes this may threaten all consumers’ access to public housing.

- ❑ **HUD Reinvention - Local Decision-Making:** More and more decision-making authority will be in the hands of public housing authorities and local housing officials regarding the use of federal housing funding. This is a double-edged sword. On the positive side, local planning and decision-making presents an opportunity for clubhouses to become involved in local affordable housing decisions and have a significant voice; on the negative side, more groups will be competing for fewer dollars locally and with little federal oversight, cities may choose to exclude special needs and homeless groups from playing a role and receiving funding.

State Housing Context

Eleanor noted that at the state level the picture is a little brighter. Most state housing programs were level funded this year, and there were several legislative high notes:

- ♦ \$4 million (a \$2.4 million increase) was appropriated for rental assistance for low income people with disabilities;
- ♦ \$600,000 (a \$100,000 increase) was appropriated to fund service coordinators in state assisted public housing; and
- ♦ \$100,000 was appropriated to establish a Housing Registry to match available handicapped-accessible housing units with people who need them.

The biggest change at the state level is that the housing department, the Executive Office of Housing and Community Development, will no longer be a cabinet level position. Though all of its functions will remain intact, it will be a division within the Executive Office of Administration and Finance - the Division of Housing and Community Development - with less stature and clout than enjoyed previously.

Developments that Bear Watching

Eleanor urged clubhouses to pay attention to the important changes in income and health entitlements brewing at the federal level because of the potential impacts they may have on consumers, such as:

- ♦ Medicaid Reform
- ♦ Mental Health Managed Care
- ♦ Health reform - especially the changes affecting people with substance problems

How Can Clubhouses Affect Housing Funding Decisions

Finally, if there is one message Eleanor wanted clubhouse members to take away from the conference, it was **“get involved!”**

She suggested several ways to get more involved:

- ♦ Speak up;
- ♦ Develop relationships with PHAs, Owners, Housing Officials;
- ♦ Get involved politically - vote!;
- ♦ Participate in the Consolidated Plan;
- ♦ Pay attention to the development of Allocation Plans; and
- ♦ Recruit housing professionals to join your Boards.

Clubhouse Perspective

Jim McDonald introduced the panel noting that there is now a whole new group of people and leadership, such as the Department of Mental Health, that advocates for and with clubhouses, and that this is a tribute to the success and accomplishments of clubhouses throughout the state.

Robby Vorspan began by commenting that she believes that Massachusetts is “clubhouse heaven” because of the strong, energetic coalition of clubhouses rooted in important ideals that can be found throughout the state. “What is a clubhouse?” she asked. The question brings us back to our roots. Clubhouses are made of essential ingredients - not just structural elements. A clubhouse is a community of people - it has “soul.”

The contrast between traditional mental health services and a clubhouse is best described by her own journey from mental health patient, to mental health professional, to clubhouse staff.

As a mental health patient it was assumed she needed to be told how to do basic things; that she was permanently damaged. There was no appreciation of a person’s talents or individuality - your mental illness transcended all.

Conversely, as a mental health professional she was supposed to determine how others should lead their lives.

In a clubhouse the staff/patient definition does not exist. Both patients and professionals must let go of these identities. Members come to a clubhouse not to be “cured” but to be accepted. Clubhouses offer respect, dignity, and support. Clubhouses challenge you to embrace your individuality and discover your assets.

Christopher Smith presented himself as an example of the success that can be achieved because of the support and community offered through a clubhouse. He went from spending several years in a psychiatric hospital to currently living on his own and earning a BA degree.

The clubhouse was at first just a place to go for him but became a community; a place for growth and learning; a place where his contribution was needed and he could make a difference. He was encouraged to take control of his life, set goals, and explore his own potential.

Secure and safe housing offered through Genesis clubhouse also played an important role in his development. Having his own place, and not having to worry about losing it, meant he could dedicate his energies to other things, such as friends, school, clubhouse activities. He hopes that this conference helps to create more affordable housing opportunities for the many people, like himself, who would benefit from it.

Kenneth Dudek wanted conference attendees to leave with a simple message:

- ♦ Clubhouse housing is cheap;
- ♦ There is not enough of it; and
- ♦ It will make everyone's life easier and better.

Kenneth pointed out that clubhouses are not "day programs" - they are a community of people and "they do it all." For example, Fountain House in New York successfully manages and supports 500 units of housing.

What do clubhouses do?

Assist people with employment, locating and keeping housing, offer a community, and build friendships. Independence is a limited goal - clubhouses are about interdependence. It is not "grouping," members share and develop the rest of their lives moving beyond their disability.

What can clubhouses do specifically regarding housing?

- ♦ Medication management,
- ♦ Prevent isolation,
- ♦ Assist with rent payment,
- ♦ Provide nutrition counseling,
- ♦ Respond to emergencies,
- ♦ Mediate tenant/owner disputes, and
- ♦ Assist with maintaining a unit.

An advantage of a clubhouse, Kenneth stated, is that you have multiple points of contact - if someone is having trouble in their housing a lot of different people may hear of it, eliciting a “community” of support. People connect naturally, there is genuine support, and multiple interactions.

Clubhouses are an effective way of supporting a lot of people inexpensively. In the long run, he hopes managed care companies recognize this and include clubhouses within their service frameworks.

Clubhouses are ideal partners for public housing authorities. The public housing authority has the housing subsidy and the clubhouse can provide responsive and effective supports.

Guest Speaker

Marylou Sudders, Commissioner of DMH, spoke during lunch. She began by reiterating the positive role that clubhouses have played in the arena of housing and her hopes that the conference will build upon this good work. She noted that in these times of diminishing service and housing dollars, it is more important than ever to develop positive working relationships with local housing authorities and community development officials. She provided some examples of the success of the Department in creating these linkages.

Though short of the great need for affordable housing experienced by consumers throughout the state, the Department has created housing for 5,085 consumers. Over a half of this, 2,799 units, have been created with federal or state housing subsidy through the proactive involvement of the Department. More recently, the Department and local partners, such as the Quincy Housing Authority, the cities of Springfield and Worcester, and the Mental Health Association of Greater Lowell, have accessed more than \$27 million in federal housing funding for consumers.

Clubhouses are playing a significant role in community-based services, and in many areas they are establishing close working relationships with local housing authorities and community development agencies. Adopting a proactive and collaborative housing development strategy, places DMH and clubhouses in a position to promote a better range of housing possibilities - including structured, supported, and independent living - integrated in neighborhoods.

Clubhouses can promote affordable housing for members, not necessarily by acting as housing developers, but by participating in local housing planning and development initiatives. Of primary importance is the role that clubhouses can play in coordinating and articulating the need for additional housing resources, and helping members to secure and maintain them.

The Commissioner encouraged clubhouses to explore the following steps if they had not already done so:

❑ Relationship Building

- ♦ Establish ties with DMH Central and Area Office staff who can provide information and technical assistance on affordable housing funding and programs;
- ♦ Form alliances with affordable housing advocacy groups in the community;

- ♦ Meet with elected officials and maintain collaborative working relationships; and
- ♦ Establish collaborative arrangements with private non-profit housing sponsors and developers who can serve DMH consumers.

❑ Public Education and Advocacy

- ♦ Foster consumer/family participation in local housing planning and community development efforts;
- ♦ Educate public officials and affordable housing providers about consumer housing needs and preferences;
- ♦ Educate public officials about clubhouses - invite them to visit;
- ♦ Participate in the Consolidated Plan in your city or town;
- ♦ Participate in McKinney Homeless Assistance planning for funding;
- ♦ Organize local seminars and workshops to promote the development of community housing suitable for DMH consumers; and
- ♦ On the basis of experience and particular accomplishments, provide technical assistance to other clubhouses and interested parties.

❑ Housing Planning and Capacity Building

- ♦ Designate clubhouse housing staff;
- ♦ Assess consumer housing needs and preferences;
- ♦ Identify public/private agencies and players in the local affordable housing planning, development, and finance community, including: municipal community planning and development officials; lenders; housing associations; community development corporations; and, neighborhood groups.
- ♦ Establish a task force comprised of service providers, housing agencies, consumers, and other key organizations to promote consumer housing opportunities;
- ♦ Become familiar with major federal, state, and private affordable housing programs administered at the local level, including federal home loan bank programs;
- ♦ Learn the community reinvestment act (CRA) provisions and local bank compliance;
- ♦ Identify and take advantage of sources of housing development information and technical assistance;
- ♦ Track federal and state housing funding announcements, proposal solicitations, and submit applications directly or through non-profit groups; and
- ♦ Endorse and identify matching funds, and assist in preparing housing and community development applications originated by local housing sponsors.

Workshops

Each workshop included a moderator and several panelist representing different expertise and perspectives on the workshop topic. A complete listing of workshops and panelists is included as an attachment to this summary. Below are highlighted the points made in each workshop.

I. **Making It Work: Finding Federal Funding**

Overview

This workshop outlined the local planning processes in which clubhouses should get involved in order to access locally controlled federal housing funding. In addition, the workshop discussed a successful process for applying for the Section 811 program - one of the few programs administered directly by the federal Department of Housing and Urban Development (HUD). Although even this program requires the approval of the city in which the housing will be built. The moderator provided an example of successfully working with the city of Weymouth to get Community Development Block Grant (CDBG) funding to pay for half of their housing coordinator's salary - \$14,000 a year.

Consolidated Plan

- ♦ Cities are now required to submit a Consolidated Plan in order to receive federal housing funding: Community Development Block Grant (CDBG), HOME program, Housing Opportunities for People with AIDS (HOPWA), and Emergency Shelter Grant funding.
- ♦ The Consolidated Plan includes:
 - ♦ a housing and homeless needs assessment;
 - ♦ a housing market analysis;
 - ♦ a five year strategic plan;
 - ♦ a one year action plan - updated annually.
- ♦ The Consolidated Plan process must, by law, allow for public comment and involvement.
- ♦ The Consolidated Plan presents an opportunity for clubhouses to highlight the affordable housing needs of people with mental illness and to advocate for resources to address those needs.
- ♦ The Consolidated Plan can also be used to exclude special needs and homeless populations and therefore clubhouses may need to watchdog the process.

McKinney Homeless Assistance Funding

- ♦ Application for McKinney homeless assistance funding is made through a city or the state in a "Consolidated Application" process.
- ♦ Cities and states, with homeless providers and advocates, are expected to develop what the Department of Housing and Urban Development (HUD) calls a Continuum of Care strategy.
- ♦ A Continuum of Care strategy outlines the comprehensive strategy for combating homelessness and identifies gaps in the continuum.
- ♦ Funding requests address identified gaps in the continuum.
- ♦ There are four McKinney Homeless Assistance Housing programs (a summary of each of these programs is attached):
 - ♦ Emergency Shelter Grant (ESG),
 - ♦ Shelter Plus Care,
 - ♦ Supportive Housing Program, and
 - ♦ Section 8 Single Room Occupancy Program for Homeless Individuals.

Section 811 Program

- ♦ Pioneer House successfully applied for Section 811 funding from HUD.
- ♦ Section 811 is a federal housing program for people with disabilities that provides capital and Section 8 subsidies for developing and operating affordable housing.
- ♦ The decision to apply for funding began with a vision for affordable housing and involved a long and inclusive process.
- ♦ Pioneer House identified a core group in the clubhouse to move the process forward - the process increased the housing knowledge and capacity of the clubhouse.
- ♦ Members relied on housing experts and consultants, but the clubhouse drove the process.

Keys to success were that Pioneer House:

- ⇒ Ensured a consumer voice in the development and design of the housing;
- ⇒ Partnered with the DMH Area Office early on and received technical assistance and a commitment of service funding;
- ⇒ Got the Massachusetts Association of Mental Health on board early and received money to hire a consultant to assist with the application process; and
- ⇒ Though the clubhouse was in the drivers seat, they recognized that it was important to get outside help and expertise because it was a long and complicated process.

II. Making It Work: Finding State and Local Funding

Overview

This workshop discussed ways for clubhouses to get involved in housing development and how to take advantage of state and local housing programs. The workshop included perspectives from a non-profit supported housing developer, a local housing official, and a representative of the state Facilities Consolidation Fund (FCF).

Recommendations and ideas that were highlighted included:

- ♦ Housing development is difficult so clubhouses should look for partners and be clear about what they want to achieve;
- ♦ Flexible and easily accessible consumer supports are critical to a successful housing development;
- ♦ Positive working relationships with city housing officials are important and helpful;
- ♦ Try to identify win-win scenarios, such as foreclosed or abandoned properties that the city would like to see rehabilitated and would be willing to strike a bargain over;
- ♦ Housing funding is scarce, but be persistent;
- ♦ Cities are looking for developers who have capacity and who can “leverage” other public and private housing funding; and
- ♦ Be aware of state resources, including the Facilities Consolidation Fund which is specifically for housing for people with mental illness or mental retardation (handouts on matching FCF with other housing programs and the FCF guidelines are included as an attachment to this summary).

III. Building Relationships

Overview

Two communities presented their perspectives on the value of relationship building for moving a housing agenda forward. The moderator emphasized that clubhouses who want to develop housing can not do it alone, and that even if a clubhouse is not yet ready to develop housing, but may want to in the future, members should start building relationships with affordable housing agencies and officials now.

City of Lowell

- ♦ The relationships with city officials is in the early stages and began for the clubhouse by just getting involved - attending a McKinney "SuperNofa" meeting where 25 agencies were in attendance.
- ♦ From this meeting the clubhouse housing coordinator learned about the agencies in attendance and told them about the clubhouse and its services.
- ♦ The clubhouse offered to provide housing needs data for the application to HUD for McKinney funding.
- ♦ The clubhouse also invited the city to visit the clubhouse to meet members and see first hand all that it does.
- ♦ The clubhouse relationship with the local housing authority is more developed.
- ♦ Because of this relationship and because of knowing HUD rules, the clubhouse housing coordinator was able to get a reasonable accommodation for a consumer who was initially denied housing by the LHA.

Finally, the city of Lowell panel offered ideas on ways that the DMH Area Housing Coordinator can help clubhouses get, and stay, involved in affordable housing activities in their communities:

- ♦ Send housing notices and information to clubhouses on new housing programs and program changes;
- ♦ Notify clubhouses when funding for housing programs is announced by HUD;
- ♦ Provide clubhouses information on legislation that is pending at the state level so that members can advocate;
- ♦ Help make linkages with affordable housing providers and officials with clubhouses, e.g., during the Consolidated Planning process;

- ♦ Create a housing committee to bring interested providers and consumers together to discuss housing issues and initiatives, such as fair housing issues, working with local housing authorities, and conducting housing surveys for needs and preference data; and
- ♦ Develop a set of housing principles and goals for the Area and build consensus around these.

City of Newton

- ♦ Network, get involved, and let housing “folks” know who you are - city officials, property owners, non-profits, and local housing authority.
- ♦ Be responsive and respect the needs and deadlines that housing providers are under - be helpful.
- ♦ Get involved in local housing groups, coalitions, and planning.
- ♦ Be available to give advise and consultation - housing providers need help navigating the service network and assessing the potential service needs of residents.
- ♦ If you promise to be there for people in housing, be there - trust is important to establish with housing “types.”
- ♦ Housing providers have a lot to learn from clubhouses and clubhouses have a lot to learn from housing providers.
- ♦ Be persistent - too often housing providers see working with consumers as requiring extra effort.
- ♦ Look to change current housing policies as well as develop new programs.
- ♦ Join the Citizen’s Housing and Planning Association (CHAPA) (information on membership is included as an attachment to this summary).
- ♦ Working relationships in Newton among the city, a non-profit housing provider, Newton Community development Fund, and clubhouse most recently culminated in a new affordable housing development for eight consumers.

IV. Tenant Rights and Responsibilities

Overview

This workshop explored the most important aspects of maintaining successfully tenancies from the perspective of tenants, landlords, and providers of advocacy and support. What does it take to keep good housing once you get it?

The workshop began by outlining the important laws about which clubhouses and members should be aware:

☐ Right to Reasonable Accommodation

People with disabilities have the right to request reasonable accommodation of landlords, local housing authorities, or property managers in order to be able to maintain their tenancy. Reasonable accommodations are exceptions which owners or property managers can make to “standard practices” in order to accommodate the unique characteristics of a person’s disability. These accommodations must be requested. “Reasonable” is defined as not excessive in cost or not a major change in management practice.

☐ Community Residence Tenancy Law

Supported housing can be more complicated because the occupant may not hold the lease to the apartment or the occupant may share the housing, in which case he or she does not have as many rights as a tenant who would enjoy “exclusive rights” to the unit. In these cases, consumers can look to the Community Residence Tenancy Law (CRT):

- ♦ If you have your own unit exclusively (you do not share it) you have the same rights as any other tenant even though you don’t have a lease.
- ♦ If you share a unit, you have the right to a hearing with an impartial hearing officer before you could be removed from the unit. If you lose the hearing, the program (DMH provider) must assist you with securing alternative housing.

The Massachusetts Housing Finance Agency (MHFA) has developed a handbook for consumers on reasonable accommodation. Some of the information available in this handbook was highlighted:

- ♦ Management companies should have a reasonable accommodation policy, request form, and should assist consumers in applying for a reasonable accommodation.

- ♦ If you request a reasonable accommodation you will have to verify your disability (from a professional) and provide information about your disability only as it pertains to the reasonable accommodation you are requesting.
- ♦ Previous lease violations or bad housing references can be mitigated by a reasonable accommodation such as changes in treatment or support.
- ♦ Management may deny a reasonable accommodation request if:
 - ♦ they cannot verify a person's disability;
 - ♦ they do not see how the accommodation would address problem area;
 - ♦ the accommodation plan is not reasonable in cost; or
 - ♦ the administrative burden created by the accommodation is not reasonable.

Generally, housing providers are interested in successful tenancies and reducing turnover, and are therefore interested in working things out.

What can a clubhouse do to support good tenancies?

- ♦ Establish good working relationships with landlords;
- ♦ Assist members with paying their rent;
- ♦ Assists members with housing references and housing search;
- ♦ Step in if problems arise, e.g. pay rent during periods of absence from the unit and offer to pay for damages or repairs if necessary;
- ♦ If a tenancy is failing despite interventions, advocate for ending the tenancy and assist the member with identifying a better treatment alternative;
- ♦ Be available to members to talk about housing and service issues; and
- ♦ Assist members with problem solving.

V. How to Start the Housing Search

Overview

This workshop included perspectives from Elliot House and the Metrowest Center for Independent Living about what supports these agencies provide consumers during housing search and tips for housing search. Two representatives from the Division of Housing and Community Development (DHCD) announced the availability of the Alternative Housing Voucher Program (AHVP).

Assistance with Housing Search

Clubhouses and Independent Living Centers, both consumer-controlled agencies, can provide important supports to consumers who are looking for housing.

Examples include:

- ♦ owner outreach;
- ♦ assistance with housing references;
- ♦ assistance with requesting a reasonable accommodation;
- ♦ assistance with applying for housing;
- ♦ assistance with move-in and related expenses; and
- ♦ life skills training and social supports once in housing.

Some housing search tips include:

- ♦ apply to as many local housing authorities (LHA) and affordable housing developments as possible - do not limit yourself to one location;
- ♦ make copies of your application and make sure you get a receipt;
- ♦ call the LHA or housing manager periodically to keep track of the status of your application;
- ♦ notify the LHA or housing manager if you have a change of address; and
- ♦ do not answer inappropriate questions about your disability or fill out inappropriate forms, like a physician's form - if you are not sure, get some outside advice.

New State Rental Assistance Available

The Alternative Housing Voucher Program (AHVP) was created as part of the Mixed Populations Legislation to provide alternative housing options for people with disabilities applying to public housing authorities (PHAs) which have 13.5 percent or more tenants with disabilities in their state-assisted public housing developments. The Division of Housing and Community Development (DHCD) just announced that 41 PHAs were awarded AHVP vouchers and will be receiving training on the program in July. Current applicants and tenants of state-assisted public housing will receive letters asking about their interest in the program in August.

VI. Housing Supports on a Shoestring

Overview

This workshop outlined some of the ways that clubhouses can support members in housing without additional funding.

Ideas which the panel discussed included:

- ♦ Set goals with members;
- ♦ Brainstorm on ways to achieve goals;
- ♦ Coordinate donations of furniture and appliances for members;
- ♦ Help members access entitlements and income assistance, such as food stamps, fuel assistance, and other community assistance programs.
- ♦ Provide members assistance with budgeting;
- ♦ Provide assistance with housing search, particularly for affordable housing programs;
- ♦ Help members share apartments and responsibilities;
- ♦ Provide loans for first and last months rent that members can pay back at an affordable rate;
- ♦ Set up food banks and/or provide transportation for groceries and laundry;
- ♦ If possible, set up a 24 hour beeper system for crises in housing; and
- ♦ Educate members and staff on community services and network!

VII. Innovative Clubhouse Programs and A Vision for the Future

Overview

This workshop presented three clubhouse-operated housing programs and what makes them successful. Panelists also presented their vision of the future.

Genesis House

- ♦ Genesis House had to make a difficult organizational decision to have housing staff become “specialists” - somewhat against the organizational philosophy but seemed to be most effective to operate the housing program.
- ♦ Clubhouse supports 25 consumers in housing and 70 people are on a waiting list.
- ♦ The program is DMH funded.
- ♦ There is a recognition that housing is a starting point for people.

Responsibilities of the housing staff include:

- ♦ beeper availability to provide 24 hour support;
- ♦ assistance with housing search;
- ♦ clearly defining the roles and responsibilities between and among landlord, consumer, and clubhouse; and
- ♦ encouraging and assisting with application for federal and state housing assistance.

The housing program provides:

- ♦ start-up money to consumers for rent deposits, move-in, etc.;
- ♦ assistance with money management and other life skills training;
- ♦ rental assistance to consumers who need it;
- ♦ social supports; and
- ♦ assistance with upkeep of the apartment.

Vision for the future includes:

- ⇒ Positive working relationships with local housing authorities and housing officials;
- ⇒ More and better housing for clubhouse members; and
- ⇒ A more diversified funding base.

Employment Options

- ♦ This clubhouse provides a range of supports - not just “day services.”
- ♦ What is unique about the Employment Options’ housing program is that it provides housing for consumers and their families.
- ♦ The supported housing program is about providing whatever it takes for members and their families to locate and succeed in housing.
- ♦ Employment Options receives DMH funding to work with 5 families, but they work with closer to 15.
- ♦ The program helps people who already have their children and those who are seeking custody.
- ♦ The need for family housing and family-oriented supports is much greater than is generally recognized.

Elliot House

- ♦ Originally, the housing program at Elliot House was separate. 12 years ago combined with Elliot House and it has been very successful.
- ♦ Combining a clubhouse and housing is consistent with the holistic approach to supporting people embraced by the clubhouse movement.
- ♦ If people do not have housing or are not happy with their housing situation than it is very difficult to focus on other things.
- ♦ The clubhouse supports 39 members in 28 apartments throughout Needham and Newton.
- ♦ Everyone must have their own bedroom and the goal is for everyone to have their own apartment.
- ♦ There is one full-time Housing Coordinator.
- ♦ Beside the Housing Coordinator position have kept other housing staff in generalist mode.
- ♦ The program is primarily DMH funded.
- ♦ Working to establish a resident council to provide leadership for the housing program.

The Housing Program offers:

- ♦ 1 to 2 visits a week;
- ♦ crisis intervention;
- ♦ assistance with securing a housing subsidy;
- ♦ assistance with housing search;
- ♦ help with move-in;
- ♦ assistance with money management;
- ♦ roommate mediation;
- ♦ medication management;
- ♦ assistance with accessing income entitlements and benefits;
and
- ♦ emergency services.

Vision for the future includes:

- ⇒ Housing will be a core service - part of the clubhouse contract like employment services (see attachments for clubhouse standards which include housing and service description of clubhouse housing);
- ⇒ Every clubhouse will have positive relationships with the housing "folks" in their community;
- ⇒ At the next clubhouse conference in Massachusetts there will be 20, not 5, clubhouses that are actively involved in housing.

VIII. Meeting the Needs of Members with Children

Overview

There is a great need to address the needs of people with mental illness and their families. Employment Options runs one of the few such programs throughout the country (the only program in Massachusetts), and the only such program that is clubhouse based. This workshop highlighted Employment Option's unique program designed to help members with children receive the supports necessary to remain together.

Program highlights included:

- ♦ The program supports 5 families with 2 direct staff, the Executive Director and Operations Manager;
- ♦ All five of the families are single parent households - three headed by women and two headed by men;
- ♦ The support needs of these families are complex and affect all aspects of the member's life;
- ♦ The clubhouse model is conducive to supporting the family holistically - helping the family succeed as a unit - and providing whatever supports are necessary to achieve that goal;
- ♦ Clubhouse support is available to families 24 hours a day, 7 days a week;

As a consequence of the program for these five families, Employment Options has (and continues to) developed family-focused supports open to all its members with families, including:

- ♦ a weekly support group for parents,
- ♦ two 6 week educational series for parents of children 0-12 years of age and teenagers, and
- ♦ development of daycare capacity at the clubhouse for members with children.

The availability of this family program has illuminated the real needs of members with children, underscoring the importance of such a program, and the need for more such programs throughout the state.

IX. Advocacy: If You Don't Say It Who Will?

Overview

This workshop highlighted the importance of effective advocacy to get additional housing resources and to protect existing resources. The moderator began with several examples of his successes advocating. One example involved the Grafton Housing Authority. When approached to do housing for people with mental illness, the Chairman of the Board refused. The moderator decided to run against the Chairman in the next election, since the Board is elected. The moderator ran against the Chairman, got elected, and the Grafton Housing Authority now has 20 units of affordable housing for consumers.

Federal and State Advocacy

State legislature and Congress do two important things:

- I. create housing policy (how programs operate); and
- II. decide on funding (how much money programs get).

A recent example of successful advocacy at the state level was seen around the Mixing Legislation - able to strike a "pretty good" compromise. :

What worked?

- ♦ coalition building - across constituencies, across parties, and across the state;
- ♦ willingness to compromise;
- ♦ filing a Omnibus Bill - so everyone got something they wanted at the same time;
- ♦ endurance - it was a three year long process;
- ♦ organization - getting timely information out to people;
- ♦ one on one with legislators - to educate them on the issues; and
- ♦ training people to advocate (see materials on advocacy included as an attachment with this summary).

What can you do?

- ♦ register to vote;
- ♦ work with advocacy groups (see membership form to join CHAPA included as an attachment to this summary); and
- ♦ recognize that you can not do it alone.

Designation of Federal Public Housing

- ♦ There is a federal law which now allows public housing authorities to designate federal elderly/disabled public housing as “elderly only” housing.
- ♦ In order to do so, PHAs must develop an **Allocation Plan** and receive approval of the plan from the federal Department of Housing and Urban Development (HUD).
- ♦ In Fall River, the key to a successful compromise between the PHA and the disability community was advocacy, advocacy, and advocacy.
- ♦ The Southeast Center for Independent Living saw a notice of the plan in the newspaper and contacted the PHA to say that they wanted to be involved.
- ♦ The PHA wanted their input.
- ♦ It was a long process (8 1/2 months), lots of education.
- ♦ Disability community did not get everything they asked for, but got a lot.
- ♦ The result of the process was that the PHA learned a lot about housing for people with disabilities - increased their sensitivity.
- ♦ Don’t assume that the PHA has rejected an idea - they probably have not even thought of it.
- ♦ The disability community really needs to reach out to public housing officials and “rope them in.”
- ♦ The result of the process was new housing resources committed to people with disabilities to offset the loss of public housing units in the developments, including 76 new Section 8 certificates; and a commitment that 15% of all Section 8 turnover (5 to 6 certificates and vouchers a month) would go to people with disabilities.

Wrap-Up

The wrap up included general remarks from the audience and from two facilitators.

Highlighted below are some of the comments and observations voiced:

- ♦ There is a strong interest among clubhouses to get more involved in affordable housing;
- ♦ PHAs are interested in learning about the supports in housing that clubhouses can provide and how they can work together;
- ♦ There are not enough affordable housing options available - Section 8 rental assistance or state rental assistance.

What can clubhouses be doing to support members with and in housing?

- ⇒ get involved in affordable housing - network;
- ⇒ be creative - looking beyond DMH for funding;
- ⇒ look for new ideas - particularly from clubhouses in larger towns and cities which are doing housing;
- ⇒ get housing officials on clubhouse Boards;
- ⇒ remember that members will have to work at getting more affordable housing - no one is going to give it to them.

There was strong interest in having other conferences such as this one in the future.

Clubhouses and Housing: A Partnership that Works

June 13, 1996

MORNING WORKSHOPS 11:00 - 12:00

1. **Making It Work: Finding Federal Funding** - federal funding provides development and supportive services dollars from a variety of sources. Information on how clubs have used, and could use these programs will be presented.

- **Moderator:** Ellen Bruder-Moore, Interim Executive Director, Ctr. for Health and Development, Atlantic House *Quincy*.
- **Panelists:** Kathryn McHugh, Housing Development Specialist, DMH
Marie Herb, Senior Project Manager, AIDS Housing Corporation
Larry Marshall, Program Director, Pioneer House *Salem*
Sean Hoskinson, Member, Pioneer House

Mass/Maine Room

2. **Making It Work: Finding State and Local Funding** - learn to access funding available through state and local funding sources to develop and support affordable housing. Facilities Consolidation Fund, the HOME program and other funding sources will be covered.

- **Moderator:** Charlene Regan, Senior Project Manager, CEDAC
- **Panelists:** Mary Walachy, Executive Director, Mental Health Association of Greater Springfield ,
David Modzelewski, former Director of Housing, City of Springfield Exec. Office of Communities and Development

RI/Conn. Room

3. **Building Relationships** - local planning departments, housing authorities, and nonprofit developers are valuable allies in the housing field. Learn how to find these allies and how to build relationships with them that are useful to everyone. Clubhouses in Newton and Lowell and their municipal and community representatives will discuss their efforts.

- **Moderator:** Don Hughes, Program Director, Elliot House *Newton*
- **Panelists:** Therese Kelly, Executive Director, Newton Community Development Fund
John Hixson, Housing Development Coord., Newton Planning Department
Newton Housing Authority Representative
Susan Taylor, Independent Living Coordinator, Renaissance Club *Lowell*
Shirley Cyr, Director, Human Services Department, City of Lowell
James Jaskell, Assoc. Dir. for Leasing and Occupancy, Lowell Housing Authority
James Peters, Housing Director, DMH Northeast Area

NH/Vermont Room

4. **Tenant Rights and Responsibilities** - panelists will discuss what reasonable accommodations mean for both landlords and tenants, educate participants about their rights as tenants, as well as their responsibilities. The new Community Residence Tenancy Law will also be covered.

- **Moderator:** Howard Baker-Smith, Area Housing Coordinator , DMH Southeastern Area Office
- **Panelists:** Denise Deschamps, Community Service Representative, Mass. Housing Finance Agency
Pam Bigwood, Housing Supervisor, Genesis Club *Worcester*
Roland Gibson, Coordinator of Consumer Services, DMH, Member, Genesis Club
Henry Korman, Attorney, Cambridge and Somerville Legal Services

New York Room

LUNCH 12:00 - 1:00

Guest Speaker: Marylou Sudders, Commissioner, Department of Mental Health

FIRST SESSION OF AFTERNOON WORKSHOPS 1:00 - 2:00

1. How to Start the Housing Search - learn the meanings of the "alphabet soup" of housing programs and the workings of the Alternative Housing Voucher Program. This workshop will also provide a step-by-step guide to the housing search process.

- **Moderator:** Lisa Sloane, Sloane Associates
- **Panelists:** Kathy Maxwell, Housing Coordinator, Elliot House *Newton*
Fran Small, Member, Elliot House
Cheri Leach, Housing Specialist, Metro West Center for Independent Living
Paul Nixon, Sr. Housing Officer, Exec. Office of Communities and Development
Ann Cwartkowski, MRVP Housing Specialist, Exec. Office of Communities and Development

NH/Vermont Room

2. Making It Work: Finding Federal Funding (repeat of morning workshop)

Mass./Maine Room

3. Housing Supports on a Shoestring - learn how clubhouses provide supports for members in finding and maintaining housing by tapping into community resources for members' housing needs. This workshop will also talk about other issues affecting members' search for housing, such as substance abuse.

- **Moderator:** Susan Taylor, Renaissance Club *Lowell*
- **Panelists:** Karen Corfield, Member, Renaissance Club
Drew Welch, Housing Coordinator, Atlantic House *Quincy*
Member, Atlantic House
Carlene Ostrobinski, Membership Services Unit, Forum House *Westfield*
Member, Forum House

RI/Conn. Room

4. Innovative Clubhouse Housing Programs and A Vision of the Future - this workshop will explain the exciting housing programs Clubhouses across the state have developed. Share ideas on where Clubhouses can and should go in the future.

- **Moderator:** Christopher Smith, Member, Genesis Club *Worcester*
- **Panelists:** Don Hughes, Program Director, Elliot House *Newton*
Bob Canter, Member, Elliot House
Tony Nardella, Operations Manager, Employment Options *Marlboro*
Member, Employment Options *Marlboro*
Jean Marie Merritt, Housing Coordinator, Genesis Club

New York Room

BREAK 2:00 - 2:15

SECOND SESSION OF AFTERNOON WORKSHOPS 2:15 - 3:15

1. Making It Work: Finding State and Local Funding (repeat of morning workshop)

RI/Conn. Room

2. Building Relationships (repeat of morning workshop)

Mass./Maine Room

3. Meeting the Needs of Members with Children - an in-depth discussion of Employment Options' unique program designed specifically to help members with children receive the supports necessary to remain together.

- **Moderator:** Tony Nardella, Operations Manager, Employment Options *Marlboro*
- **Panelists:** Ray Gaetano, Member, Employment Options
Jack Rowe, Children's Services Coordinator, DMH Metro West Area
Joanne Nicholson, Family Research Project, University of Massachusetts

New York Room

4. Advocacy: If You Don't Say it Who Will? - Clubhouses can play an important role in advocating for themselves and others with disabilities on a local, state, and national level. Current issues such as the Blute Amendment and Designated Housing will be discussed.

- **Moderator:** Jim McDonald, Statewide Advisory Board, founder Clubhouse Coalition
- **Panelists:** Stacey Zelbow, Director, Mass Access, Citizens' Housing and Planning Association
Leo Canuel, Community Coordinator Director, Southeast Center for Independent Living
Leo Ganganta, Deputy Executive Director, Fall River Housing Authority
Jack Daley, Member, Elliot House *Newton*
Kathy Maxwell, Housing Coordinator, Elliot House

NH/Vermont Room

WRAP-UP SESSION/ NEXT STEPS 3:15 - 4:00

Discussion Leaders: Timothy O'Leary, Coordinator of Development, Consumer Provider Program, CASCAP; Consultant, Massachusetts Association for Mental Health, Kenneth Dudek, Executive Director, Fountain House

STANDARDS FOR MASSACHUSETTS CLUBHOUSE PROGRAMS

NOVEMBER 1992

Philosophy and Mission

Mission Statement:

The mission of clubhouses is to create a quality growth environment to aid those stricken with serious mental illness restore themselves to their fullest potential for personally satisfying, socially active, and vocationally productive lives in the community.

Values:

The mission is imbued with a set of values that underlies such restoration and produces an enduring reintegration in a most effective manner. These values include the universal need to be needed, wanted, welcomed, encouraged, and appreciated. A coordinate value is the need to feel useful and productive. The fulfillment of these needs enhances self-worth, builds self-esteem, and, most importantly, rekindles self-motivation and self-direction.

Philosophy:

Accordingly, the philosophy of clubhouses is based on work as the mechanism with which members grasp and pull together the frayed threads of their lives. The essential element of clubhouse work is that it must be useful work in the clubhouse, leading hopefully to gainful community-based employment. Work not only develops habits and skills, but when flexibly engaged with members and staff, produces supportive relationships of shared responsibilities, shared failures, and shared successes. This kind of sharing is medicine that dissolves the shackles of social restraint, reduces stigma, and encourages trust. Furthermore, it develops decision-making and risk-taking.

In order to engage the fullest participation of each member in the activities of the clubhouse, the atmosphere must be such as to accentuate wellness and de-emphasize illness. Hence, clinics and treatment programs, although essential elements of rehabilitation, are not on-site clubhouse components because they deal with the illness aspects.

Because people differ in aptitudes, desires, and motivation, and because these differences change or vary over time, a further functional philosophy holds that engaging in activities of the clubhouse is voluntary. To hold otherwise is to defeat the development of self-motivation.

The varied and varying nature of members' desires mandates the constant existence of a full menu of clubhouse tasks varying in complexity and attractiveness. In other words,

though individual desires vary, suitable tasks must always be available and ready to be engaged flexibly when inclinations motivate.

When fully implemented and coordinated, the convivial work atmosphere becomes exhilarating and contagious, generating energy that permeates the membership and induces further participation. The resulting synergism of people working together toward common goals, besides being the engine of progress for the membership as a whole, is also the escalator for each participating member to reach new highs.

Principles of Operations:

The mission, values, philosophy, and goals of clubhouses are embodied in a culture in which members can grow to their full potential by voluntarily engaging in the ongoing activities of the clubhouse. This involves creating and promoting conditions conducive to personal relationships that nurture growth, and enrich lives.

A clubhouse operate under the belief in the principle that people, even those individuals most severely disabled by mental illness, can contribute to, and benefit from a supportive clubhouse environment. Support and membership is assured for life.

Since all people, including mentally ill people, have the right to productive and satisfying lives, a clubhouse provides opportunities for reintegration in the community. These opportunities include activities of running the clubhouse, volunteer work in units, Transitional Employment Placement (TEP), and Independent Employment (IE). When participating in TEP and IE, members are paid competitive wages by employers.

Members volunteer and proceed at their own speed with their individual abilities, skills, interests, and motivations.

The rights of members and the environment of the clubhouse are framed by a set of standards which include training options to assure quality, replicability and continuity of operations. These standards define the elements essential to success as applied to the operation of the Fountain House-concept model of the Massachusetts "Community Support Clubhouse" Code in the Massachusetts Department of Mental Health which addresses the components of Membership, Relationships, Space, Work-Ordered Day, Employment of TEP and IE, Functions of the House, Funding, Governance, and Administration.

Principles and Standards

Membership

Principle

Membership is open exclusively to adults with a primary diagnosis and history of sustained psychiatric disease, consistent with the Massachusetts Department of Mental

Health (DMH) Policy 89-3, 1989 which defines DMH priority clients in terms of diagnosis, duration, and severity by virtue of disability of a major mental illness.

The clubhouse community environment is engineered to offer opportunities for members' self decision-making so that membership is voluntary and without time limits. There are four guaranteed rights of membership in a clubhouse which are:

1. the right to a place to come.
2. the right to a place to return.
3. the right to opportunities for meaningful relationships.
4. the right to opportunities for meaningful employment.

Standard

1. Membership is voluntary and without time limits.

Standard

2. The clubhouse has control over its own intake.

Membership is open to anyone with a history of mental illness unless that person poses a significant, current, and present threat to the general safety of the clubhouse community.

Standard

3. Members choose the way they utilize the clubhouse, and the staff with whom they work.

There are no agreements, contracts, schedules, or rules intended to enforce participation of members.

There are no policies or processes to determine where and how a member participates.

Standard

4. All members have equal access to every clubhouse opportunity with no differentiation based on diagnosis or level of functioning.

Standard

5. Members, at their choice, are involved in the writing of all records reflecting their participation in the clubhouse.

All such records are to be signed by both member and staff.

Standard

6. Members have a right to immediate re-entry into the clubhouse community after any length of absence, unless their return poses a significant current and present threat to the safety of the clubhouse community.

Relationships

Principle

Member and staff relationships are collegial and of a genuine nature that reflects the shared responsibility for the business of the clubhouse.

Standard

7. All clubhouse meetings are open to both members and staff.

There are no formal member only meetings or formal staff only meetings where program decisions and member issues are discussed.

Standard

8. Clubhouse staff are sufficient to engage the membership, yet small enough in number to make carrying out their responsibilities impossible without major member involvement.

Standard

9. Clubhouse staff have generalists' roles.

All program staff share employment, housing, evening and weekend, and unit responsibilities.

Clubhouse staff do not divide their time between clubhouse and other responsibilities.

Standard

10. Responsibility for the operation of the clubhouse lies with the staff and ultimately with the executive director.

Central to this responsibility is the engagement by staff of members in all aspects of clubhouse operation.

Space

Principle

The site and general atmosphere of a clubhouse sets the scene to implement concepts, values, and programs. The site of the clubhouse is in a central location, accessible to consumers in a building which is attractive, identifiable, inviting and with adequate space suited to the needs of the club functions. The atmosphere is friendly, collegial, engaging, and mutually empowering.

Standard

11. The clubhouse has its own identity including its own name, mailing address and telephone number.

Standard

12. The clubhouse is located in its own physical space.

It is separate from the mental health center or institutional settings, and is impermeable to use by other programs.

The clubhouse is designed to facilitate the Work-Ordered Day and at the same time be attractive, adequate in size, and convey a sense of respect and dignity.

Standard

13. All clubhouse space is member and staff accessible.

There are no staff only or member only space.

Work Ordered Day

Principle

The day to day work of the clubhouse is organized in such a way that members and staff work in partnership. The Work-Ordered Day focuses upon members' vocational interests, strengths, talents and choices.

The Work-Ordered Day is designed to help members regain their sense of self-worth, self-purpose, and vocational confidence by creating a variety of opportunities to be needed and productive, to assume responsibility and leadership in a supportive team setting. Members have the opportunity to develop basic work habits while learning new social and work skills.

A primary goal of the Work-Ordered Day is to prepare members for and support them in paid employment outside of the clubhouse. Therefore, the Work-Ordered Day is closely linked to transitional employment and independent employment. Members are encouraged to try paid work as their interest develops and their confidence increases. The Work-Ordered Day is the linkage to paid employment.

The core activities of the Work-Ordered Day are the work units and tasks that are specifically related to the overall operation of the clubhouse and to the overall enhancement of the clubhouse community.

Standard

14. The Work-Ordered Day engages members and staff together, side by side in every aspect in the running of the clubhouse.

The clubhouse focuses on members' strengths, talents and abilities; therefore, the Work-Ordered Day is inconsistent with medication clinics, day treatment or therapy programs within the clubhouse.

Regularly scheduled social activities shall occur outside of the Work-Ordered Day.

Standard

15. The work done in the clubhouse is exclusively the work generated by the clubhouse in the operation and enhancement of the clubhouse community.

No regularly scheduled work for outside individuals or agencies, whether for pay or not, is acceptable work in the clubhouse.

Members are not paid for any clubhouse work, nor are there any artificial reward systems.

Standard

16. The Work-Ordered Day parallels normal working hours.

Standard

17. All work in the clubhouse is designed to help members regain self-worth, purpose and confidence; it is not intended to be job-specific training.

Standard

18. Members have the opportunity to participate in all the work of the clubhouse, including administration, research, intake and orientation, reach out, hiring, training and evaluation of staff, public relations, advocacy and evaluation of clubhouse effectiveness.

Employment

Principle

Work and the opportunity to aspire to independent employment are the central ingredients in the development of members' personal productivity.

Two principle goals are:

1. To guarantee the right to opportunities for meaningful employment.
2. To help establish members in gainful employment in the community through the development of confidence of members' skills, habits, attitudes, relationships and abilities.

The clubhouse provides the opportunity for its members to return to the world of work. This is accomplished through the Transitional Employment Placements (TEP) and Independent Employment (IE) components of clubhouse services.

These two design models are an essential part of the clubhouse community culture in its planning, funding, and implementation. Staff and member training is planned, funded and implemented for TEP and IE management.

Both transitional and independent employment are types of supported work, supported by the clubhouse community with defined structure which research literature indicates has sustained success as a pattern for vocational rehabilitation.

Standard

19. The clubhouse enables its members to return to the normal work world through Transitional Employment and Independent Employment; therefore, the clubhouse does not provide employment to members through in-house businesses, segregated clubhouse enterprises or sheltered workshops.

Transitional Employment Placement (TEP)

Standard

20. The clubhouse offers its own transitional employment program which provides as a right of membership opportunities for members to work on job placements in business and industry.

The Transitional Employment (TE) program meets the following basic criteria:

- a. The desire to work is the single most important factor determining placement opportunity.
- b. Placement opportunities will continue to be available regardless of success or failure in previous placements.
- c. Members work at the employer's place of business.
- d. Members are paid the prevailing wage rate, but at least minimum wage, directly by the employer.
- e. Transitional Employment placements are drawn from a wide variety of job opportunities.
- f. Transitional Employment placements are part-time and time-limited, generally 20 hours per week and six months in duration.
- g. Selection and training of members on transitional employment is the responsibility of the clubhouse, not the employer.
- h. Clubhouse members and staff prepare reports for TE employment for all appropriate agencies dealing with members' benefits.
- i. Transitional Employment Placements are managed by clubhouse staff and members and not by TE specialists.
- j. There are no Transitional Employment Placements within the clubhouse itself or its auspice agency.

Independent Employment (IE)

Standard

21. The clubhouse assists and supports members to secure, sustain and upgrade independent employment.

Standard

22. Members working full time continue to have available all clubhouse supports and opportunities including advocacy for entitlements, and assistance with housing, clinical, legal, financial, and personal issues as well as participation in the evening and weekend programs.

Functions of the House

Principle

A properly functioning Community Support Clubhouse has a full menu of activities to interest and challenge a wide range of aptitudes, needs, interests and motivations. The clubhouse is a community, a place of work and leisure. It is a unique culture where members find support and a sense of belonging.

Standard

23. The clubhouse is located in an area where access to local transportation can be assured, both in terms of getting to and from the program and accessing TE opportunities. The clubhouse provides or arranges for effective alternatives whenever access to public transportation is limited.

Standard

24. All support services and advocacy are provided by members and staff of the clubhouse. Support services and advocacy are centered in the work unit structure of the clubhouse and include helping with entitlement and housing as well as assistance in finding quality medical, psychological, pharmacological and substance abuse services in the community.

Standard

25. The clubhouse is committed to securing a range of choices of safe, decent, and affordable housing for all members.

The clubhouse has access to housing opportunities that meet these criteria, or, if unavailable, the clubhouse develops its own housing program.

In clubhouse housing:

- a. Members and staff manage the program together. The clubhouse has at least one individual identified as being responsible for coordinating the support services provided to members in the clubhouse housing program. At least one member participates in the work of running the clubhouse housing program.
- b. Members have significant control and choice with regards to their individual homes. This includes increasing opportunities to demonstrate individual preferences, choice, and independence.

- c. Policies and procedures are developed in a manner congruent with the rest of the clubhouse culture.
- d. The level of support increases or decreases in response to the changing needs of the member.
- e. Ongoing eligibility in the clubhouse housing program is not affected by the amount of participation of the individual in the overall clubhouse.
- f. The clubhouse provides:
 - Assistance in applying for rental subsidies.
 - Rent subsidies, if needed.
 - Assistance in apartment search and negotiating with landlords and housing authorities to secure an apartment.
 - Assistance in moving into, cleaning, and furnishing an apartment.
 - 24 hour crisis intervention and on-call availability.
 - Access to services and education for substance abuse issues, as needed.
 - Ongoing assistance, as requested or needed, to members in the day to day management of their homes including but not limited to: budgeting, grocery shopping, meal preparation, cleaning skills, transportation issues, landlord negotiation, roommate mediation, neighbor interventions, and medication support.

Standard

- 25.1 New staff are oriented to the standards and culture of the clubhouse model, the program's emergency policies and procedures, human rights responsibilities, and the principles of clubhouse housing.

Standard

- 25.2 Clubhouse records contain the information necessary to provide adequate and appropriate support services.

Standard

- 25.3 Staff work together with members living in clubhouse housing to develop meaningful housing related goals specific to a member's individual needs and preferences. Housing goals and service plans will be reviewed annually.

Standard

- 25.4 The clubhouse staff, members, and the tenants ensure that all clubhouse housing sites are safe.

Standard

- 25.5 Members and staff actively reachout to help members keep their housing, especially during periods of hospitalization.

Standard

26. The clubhouse provides member education, which focuses both on basic tools such as literacy and computer skill as well as more advanced educational opportunities.

As a significant dimension of the Work-Ordered Day, members serve as major resources for tutoring and teaching in the member education program.

Standard

27. The clubhouse assists members to take advantage of the adult education system in the community in support of their vocational and personal aspirations.

Standard

28. The clubhouse has a method and takes responsibility for objectively evaluating its own effectiveness.

Standard

29. The clubhouse director, staff, members, and other appropriate persons participate in a three-week training program in the clubhouse model at a Fountain House certified regional training base.

Consultations by the Faculty for Clubhouse Development are provided all programs seeking to implement the clubhouse model.

Massachusetts trainings and consultations will be provided by nationally recognized experts experienced and successful in clubhouse development, operations, and training if the individual(s) were approved by the Massachusetts Department of Mental Health Deputy Commissioner for Clinical and Professional Services.

Standard

30. The clubhouse has recreational and social programs during evenings and on weekends.

Holidays are celebrated on the actual day they are observed.

The clubhouse is open seven days a week.

Standard

31. The clubhouse provides an effective reach out system to members who are not attending, becoming isolated in the community, or rehospitalized.

Funding, Governance, and Administration

Principle

The funding, budget, governance, and administration should be adequate to ensure a sense of continuity and stability of clubhouse services which are so vital for the confidence and growth of members. There should be an active involvement of a self-standing and self-governing Advisory Board, Board of Governors, or governing group. Self-governance includes a continuously functioning program of member/staff self-evaluation with the purpose of being helpful to maintain and improve clubhouse services, in order to keep abreast of the changing times and evolving member needs.

Standard

32. The clubhouse has an independent Board of Directors, or if it is affiliated with a sponsoring agency, has a separate Advisory Board composed of individuals uniquely positioned to provide fiscal, legal, legislative, consumer and community support and advocacy for the clubhouse.

The board structure allows for significant participation by clubhouse members and people who have experienced mental illness and their families.

Standard

33. The clubhouse develops and maintains its own budget, approved by the board or advisory board prior to the beginning of the fiscal year and monitored routinely during the fiscal year.

Standard

34. Salaries are competitive with comparable positions in the mental health field.

Standard

35. The clubhouse has the support of appropriate mental health authorities and has required licenses and certifications.

The clubhouse participates in the Department of Mental Health's quality management program.

Standard

36. The clubhouse seeks and maintains effective relationships with family, consumer, and professional organizations.

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